

STATE OF CALIFORNIA

**DEPARTMENT OF ALCOHOL AND DRUG PROGRAMS
DEPARTMENT OF MENTAL HEALTH
EMPLOYMENT DEVELOPMENT DEPARTMENT**

SOLICITATION FOR PROPOSALS (SFP)

YOUTH DEVELOPMENT AND CRIME PREVENTION

SYNOPSIS

This is a Solicitation for Proposals (SFP) to demonstrate a model system of coordinated and comprehensive services for youth who are engaged in, or at high risk of, committing juvenile crime. The model will be based on youth development principles of supports, opportunities, and an array of developmentally appropriate services that will help youth make positive and productive lifestyle choices. Services will also be available for families as needed to promote family support for youth. The proposed service model requires involvement of three service systems to meet the needs of youth, and selected counties/regions will receive a combination of substance abuse, mental health, and workforce investment funds for the necessary service coordination and array of services. Applicants must be a local collaboration including at least the county agencies responsible for alcohol and other drug treatment and mental health, the local workforce investment board, local mentoring organization(s), and family and youth representatives. The highest scoring applicants will be interviewed to make the final selection. The contract period will be for three years. Proposals should be submitted with a budget amount consistent with the costs necessary to perform the scope of services described herein.

Youth Development and Crime Prevention
Solicitation for Proposals

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YOUTH DEVELOPMENT AND CRIME PREVENTION SOLICITATION FOR PROPOSALS

I. GENERAL INFORMATION

A. Eligibility

The applicant must be a local collaboration including at least the county or regional agencies responsible for alcohol and other drug (AOD) and mental health services, the local workforce investment board, local mentoring organization(s), and family and youth representatives. Any of these organizations may be the project lead.

B. Purpose and Outcomes to be Achieved

The purpose of this SFP is to expand, strengthen, and sustain an integrated youth service delivery system that:

1. Incorporates the values and principles of youth development in administration, services, and evaluation.
2. Contains key linkages with workforce investment boards, youth employment programs, AOD service providers, mental health treatment providers, mentoring organizations, juvenile drug courts, child welfare, juvenile probation, local schools, and other youth service providers.
3. Demonstrates comprehensive, integrated approaches to serving youth and their families, and ensures access to mentors and AOD, mental health, and employment services.
4. Promotes training and staff development, public awareness, college curriculum development, youth opportunities, enhanced interagency data collection and sharing, etc.

Expected outcomes include both system and client level:

1. System Level Outcomes
 - a. Measurable changes in the values and practices of selected counties/regions, indicating an acceptance and utilization of youth development principles in the delivery of services and supports for targeted youth.

- b. Improved collaboration and linkages within the local systems that serve youth, including cross-system identification and referral, services and support planning, resource identification and deployment, and data sharing/tracking.
- c. Innovative workforce investment strategies, resulting in increased opportunities for youth to engage in meaningful, challenging activities.
- d. A growth in the youth service delivery system from local partnership resources.

2. Client-Level Outcomes

- a. Improved levels of functioning in the major life domains of the youth served. Major life domains include physical and mental health, family and social relationships, legal issues, school, and employment.
- b. Increased supports and opportunities (such as building positive relationships, working in partnership with adults, new leadership roles on boards and councils) youth have experienced as result of project participation.
- c. Benefits received through project participation (i.e., new knowledge, increased skills, changed attitudes or values).

C. Background

Recent research is attributing the prevalence of violence, crime, substance abuse, school failure, and other problems among youth to a crumbling developmental infrastructure. Too few youth grow up experiencing key ingredients for healthy development, such as positive support from adults, healthy relationships across generations, consistent boundaries, and steady communication and modeling of values. The result is communities overwhelmed with the problems and needs in the lives of young people.

There is strong evidence that criminal activity, substance abuse, mental health problems, out-of-home placement, school failure, and physical health problems are interrelated. It follows, then, that many youth involved in, or at high risk of committing juvenile crime are from families experiencing complex combinations of needs. These youth and their families tend to be high-end service users, requiring a combination of services from many government sources. However, categorical funding limitations and philosophical differences reinforce a separation between systems, thereby splitting the need for comprehensive services into fragmented and disconnected approaches to isolated problems. Because of the interrelationships between the issues experienced by many youth and families, these single system approaches often fail.

Lack of coordination between systems also results in the needs of youth in at-risk environments going unidentified because screening processes address only a single need. Lack of early intervention and treatment results in a huge cost to society, which escalates over time as these youth reach adulthood and require increasing amounts and intensity of intervention and assistance at public cost.

Rather than attacking these various problems one at a time, the real solution is to shift to a new approach, one that rebuilds the developmental structure for children and adolescents and ensures system level collaboration and service integration. The youth development framework provides an opportunity for California's youth service system, which has historically concentrated on "fixing" troubled youth, to instead focus on creating strong linkages and developing innovative services and supports for young people.

Youth program research and emerging best practices suggest that youth services and supports that are grounded in a developmental approach not only help young people avoid self-destructive behavior but also enable them to acquire the academic and work-readiness skills, personal attributes, and developmental assets to be happy, healthy, and successful during adolescence and beyond. The research recommends the implementation of comprehensive youth development initiatives that provide youth with access to engaging learning environments, leadership development opportunities, personal challenges, nurturing mentors, sustained services and supports, consistent structure, and incentives that promote achievement.

The intent of this initiative is to implement the key concepts of positive youth development as the foundation for supports, opportunities, and integrated services for youth and their families in the selected counties/regions. It is expected to lead to successful outcomes by assisting youth develop the assets that are inversely related to risk behaviors.

D. Key Concepts of Youth Development

Opportunities and Supports

It is important for youth to have chances to learn how to act in the world around them, to explore, express, earn, belong, and influence. Youth learn best through active participation and when given the chance to test ideas and behaviors and to experiment with different roles. Motivational, emotional, and strategic supports that are affirming, respectful, and ongoing are necessary for youth to succeed in life.

Meaningful opportunities include involvement in significant decision-making regarding policies in youth programs, building negotiation and problem-solving skills that build leadership qualities, and influencing public policy that affects the community. Supports can take many forms, but are most powerful when offered by a variety of affirming adults, such as parents, teachers, mentors, counselors and other youth workers, and employers.

The Workforce Investment Act (WIA) has been identified as providing an excellent opportunity to provide supports that mirror the core principles of youth development. Supports under the WIA include community service, leadership development, positive peer-centered activities, and long-term follow-up, combined with traditional youth employment and training services. Through these types of services and supports, young people develop resiliency and self-efficacy; gain teamwork, problem-solving, and communication skills; and build personal and professional networks and support systems. Once equipped with these skills, attributes, and tools, young people are better prepared to compete in the labor market, build a career, and achieve progressively higher earnings.

Building warm, ongoing relationships with caring adults is another important support to help build both internal and external assets in youth. Mentoring can yield a wide range of tangible benefits, most notably the deterrence of initial use of AOD and improvements in school performance. Over a prolonged period of time, an older, wiser, more experienced individual can provide constant support, guidance, and concrete help to a youth whose at-risk environment increases their chance of exposure to academic failure, violence and criminal activity, AOD use, and other high-risk behaviors. All youth service systems should develop and maintain strong linkages with local mentoring organizations to ensure that youth are provided with caring, ongoing adult guidance to support and assist them to transition successfully into adulthood. When appropriate, cross-mentoring (youth who have adult role models in turn mentoring younger youth) can also be beneficial.

Developmentally Appropriate, Quality Treatment Services

Treatment services needed by youth must be directed by supportive adults who provide respect, high standards and expectations, guidance, and affirmation to youth. Research shows that youth want services provided in non-traditional ways in which they are comfortable and in which they and their families can be an integral part of the planning for service delivery. The needs experienced by the entire family must be

addressed simultaneously. Services should focus on the promotion of developmental assets, which will result in the reduction of individual negative behaviors.

Integrated substance abuse and mental health treatment will be made available for youth and their families through this initiative. Services will be age appropriate, involve families, and allow youth to remain in the least restrictive setting so they can be served within the context of their families, their classroom and their community.

Implementing youth development principles as a foundation for treatment will be a challenge for many mental health and AOD treatment service providers. Instead of the traditional deficit-based approach to treatment planning and counseling (looking for and focusing on what is wrong), providers must start with what is right, uncover what is unique, and build on the youth's individual abilities and strengths. Services must include opportunities for youth to express themselves and to contribute to, and be part of, a group. Mental health and AOD treatment professionals will need to partner with other systems and programs to develop service plans that appropriately address youth and family concerns. Initial and ongoing training at both the administrative, supervisory and line staff level will be necessary to implement this change in philosophy and to build the professional development of youth workers.

E. Target Population

Young people between the ages of 12 and 21(inclusive) who are engaged in, or at high risk of, committing juvenile crime are the general target population for this grant. However, counties should identify and describe subpopulations to be targeted.

F. Scope of Services

The counties/regions selected for funding will be expected to do the following:

1. Promote principles of positive youth development in the community by:
 - a. fostering an attitude that appreciates youth as resources, and involving them in decisions that pertain to or impact themselves and/or other youth, including meaningful opportunities for involvement and leadership.

- b. creating supports and opportunities to meet the basic developmental needs of youth (i.e., multiple supportive relationships with adults and peers, and challenging and engaging activities and learning experiences).
- 2. Build upon an existing local- or regional-level collaborative to include at least representatives from the AOD agency, mental health agency, workforce investment board, local mentoring organization(s), youth and families, education, foster care, probation and other juvenile justice, youth council(s), and service providers. The collaborative must:
 - a. Expand, strengthen, and sustain an integrated youth service delivery system as described within the SFP (appropriate to the needs and diversity of the local community).
 - b. Develop or strengthen mechanisms for bridging the different categorical restrictions, legal and regulatory mandates, philosophies, and professional backgrounds and expertise of the multiple systems.
 - c. Identify and access funds, services, and community supports for eligible youth and families.
 - d. Partner with other youth service systems and community based organizations to leverage additional funds for the model.
- 3. Plan for training of administrators, supervisors, and line staff on youth development principles; and cross-training for professionals in the various disciplines that will provide youth services under the model, including co-morbidity training for AOD counselors and mental health workers.
- 4. Plan and arrange for youth services reflective of best practices and current state-of-the-art knowledge about proven effective strategies and approaches. AOD treatment services must be consistent with the *Youth Treatment Guidelines* (Appendix D).

G. Interagency Collaboration and Coordination

An operational agreement among the county agencies responsible for AOD and mental health services, the local workforce investment board, and local mentoring organization(s) must be submitted with the proposal. The agreement must outline each agency's roles and responsibilities, and identify what each agency will bring to and expect from the project. The agreement must be signed by the director (or his/her designee) from each agency. The lack of approval signatures will disqualify the proposal from the review process.

H. Data Collection and Reporting, and Program Evaluation

Applicants must agree to participate in a project-wide evaluation to be conducted by an independent contractor and to work with the Departments and the Agency for ongoing development of the youth service system model. This includes sharing information on successes and barriers, and collecting and submitting any data or reports determined necessary for evaluation to the Departments and/or the evaluator for analysis.

In order to conduct a project-wide evaluation, data elements related to system and client level outcomes must be standardized. Therefore, selected counties will need to work with the evaluator to ensure that assessment instruments contain comparable data to allow for cross-site evaluation. Consideration will be given to proposals that demonstrate evaluation-readiness, such as existing interagency data-sharing, standardized cross-system screening and referral processes, and standardized assessment tools.

II. **FUNDING**

A. Funding Period

The contract period is for twelve months from the time of contract start-up, with the possibility of renewal for two additional twelve-month periods (36 months total). Funding of the second and third year renewals is at the Departments' discretion and is contingent upon the availability of funds, and successful completion of the previous year's goals.

B. Source of Funds

The total amount of funds available for this SFP is \$5.075 million annually. The funds are from three sources: \$3 million of the state reserve from WIA funds; \$975,000 from the Substance Abuse Prevention and Treatment (SAPT) Block Grant; and \$1.1 million of Mental Health Performance Partnership Block Grant funds.

Source of Funds	Funds Available Annually
ADP (SAPT)	\$ 975,000
DMH (PPBG)	\$1,100,000
EDD (WIA)	\$3,000,000
Total	\$5,075,000

C. Award Amounts

It is anticipated that three to five counties/regions of various sizes will be funded at amounts ranging from \$143,000 to \$3,000,000.

D. Fund Restrictions and Allowable Costs

All federal funds are subject to their related terms and conditions of funding.

1. Allowable costs for SAPT funds under this SFP include:
 - a. Staff dedicated to youth treatment services (youth treatment coordinator, case managers, counselors/therapists, health practitioners).
 - b. Transportation and childcare for youth in treatment.
 - c. Outreach with other youth services.
 - d. Rental or lease of space dedicated to youth treatment services.
 - e. Other direct costs, such as training, data system enhancement, travel, telephones, printing, postage, etc.
 - f. Up to 15% of the award may be spent on administrative costs.
- . SAPT Block Grant funds cannot be used for the following:
 - a. Providing inpatient hospital services.
 - b. Making cash payments to intended recipients of health services.
 - c. Purchasing or improving land; purchasing, constructing, or permanently improving (other than minor remodeling) any building or other facility; or purchasing major medical equipment.
 - d. Satisfying any requirement for the expenditure of nonfederal funds as a condition for the receipt of federal funds.
 - e. Providing financial assistance to any entity other than a public or nonprofit private entity.
 - f. Providing individuals with hypodermic needles or syringes so that individuals may use illegal drugs.
2. Under the Community Mental Health Services (CMHS) Performance Partnership Block Grant funds, integrated mental health services must be used for seriously emotionally disturbed (SED) children pursuant to Public Law 102-321, which may include the following:
 - a. Diagnostic and evaluation services.
 - b. Case management and service coordination.

- c. Outpatient services, including individual and group counseling.
- d. Family counseling services, professional consultation, and review and management of medications.
- e. Emergency services.
- f. Intensive home-based services for children and their families.
- g. Intensive day treatment services.
- h. Respite care.
- i. Assisting the child in making the transition from the services received as a child to the services to be received as an adult.
- j. Up to 10% of the award may be spent on administrative costs.

CMHS Performance Partnership Block Grant funds cannot be used for the following:

- a. Inpatient services.
- b. Cash payments to service recipients.
- c. Land purchase, building, or improvement (other than minor remodeling).
- d. Matching other federal funds.
- e. Financial assistance to a for-profit entity.
- f. Services to non-SED children.

3. Allowable costs for WIA funds include:
 - a. Tutoring, study skills training, and instruction leading to completion of secondary school, including dropout prevention strategies.
 - b. Alternative secondary school services.
 - c. Summer employment opportunities that are directly linked to academic and occupational learning.
 - d. Paid and unpaid work experiences, including internships and job shadowing.
 - e. Occupational skill training, as appropriate.
 - f. Leadership development activities, which may include community service and peer-centered activities encouraging responsibility and other positive social behaviors during non-school hours.
 - g. Supportive services.
 - h. Adult mentoring for the period of participation and a subsequent period, for a total of not less than twelve months.
 - i. Followup services for not less than twelve months after the completion of participation, as appropriate.

- j. Comprehensive guidance and counseling, which may include alcohol and drug abuse counseling and referral, as appropriate.
- k. Up to 10% of the award amount may be spent on administrative costs.

WIA funds cannot be used to develop or implement education curricula for school systems.

E. Method of Disbursement

Each department will distribute its funds to its corresponding local agency in the counties selected. It will be the responsibility of the collaborative to use the funds in an integrated way to address the objectives in this SFP.

III. **PROPOSAL CONTENTS**

A. General Guidelines

The Departments are seeking county/regional proposals that demonstrate the ability and readiness to apply innovative and creative methods (with a theoretical base) and a youth development approach to a variety of problems and opportunities. The county/region must have an existing system of collaboration, be leveraging funds for integrated youth services, and have the ability to deliver the outcomes addressed in this SFP. The overall proposal should demonstrate this ability as well as be responsive to the specific requests of each section.

The Departments recognize that all technical factors cannot be detailed in advance. However, the proposal should detail sufficiently how the county will comply with the applicable requirements, including a full explanation of methods, procedures, and personnel to be used.

B. Format Requirements

The proposals must be legible and typewritten on standard white 8 ½" by 11" paper, single spaced, with a font size no less than 12 point (the workplan may be completed in no less than 10 point). Margins must be at least one-half inch. Each page must be single sided and consecutively numbered. The proposal must be within the page limits as specified in C of this Section.

The applicant must be the county/regional collaborative, and the proposal must include 6 unbound copies and be received on time as specified in Section V. Appropriate agreements and signatures must be included. The requested budget amount must not exceed the award amount specified in Section II(C).

C. Specific Requirements and Responses

Applicants are to provide brief, written responses to the following:

1. Project Narrative (maximum 4 pages)

a. Collaboration

Describe the existing collaborative that will be implementing the objectives of this SFP. Identify members, how often the collaborative meets, where, and for how long. Identify other coalitions and youth councils in the county/region and explain how the collaborative interfaces with these groups.

Describe how the individuals involved in the collaborative represent the diversity of the community (in terms of age, ethnicity, gender, income, values, etc.).

Explain how the collaborative promotes principles of youth development in the community, including approaches taken to get ideas and feedback from youth and families and actively engage them in community decisions.

Describe the level of integration within the existing continuum of services for youth (mentoring, workforce investment, AOD treatment, mental health services, foster care, juvenile justice, education, etc.) and how youth in need of multiple services are identified and referred. Identify areas where integration and service coordination need improvement and how the collaborative will address those areas.

Describe the county/region's plan for ensuring that all administrative, supervisory and line staff receive training in youth development principles. Also include the plan for ongoing training and cross training, especially between the mental health and AOD fields.

b. Target Population

Identify any subpopulation of youth to be targeted and briefly describe community problems, needs, available resources, and local cultural concerns related to the target population.

c. Supports and Opportunities

Describe the innovative workforce investment strategies the county/region is using or plans to use to increase opportunities for youth to engage in meaningful and challenging activities.

Describe the WIA services and supports that will be available to youth to help prepare them for careers and adult roles, and how barriers to employment will be addressed and overcome.

Describe how the county/region plans to ensure that all targeted youth are matched with an adult mentor (as appropriate).

d. Developmentally Appropriate, Quality Treatment Services

Describe specific changes that will be implemented to ensure comprehensive programming for AOD and mental health services for youth that is based on youth development principles.

Describe how the provision of mental health and AOD treatment services for youth with co-morbidity will be integrated.

Identify approaches and action steps to engage and involve families in their childrens' treatment. Describe how services will be made available to families to promote family support for youth and to help build their skills as parents and citizens.

e. Building Partnerships

Describe prior experience and current efforts to leverage resources through partnerships with other service systems, agencies and community-based organizations. Include all fund sources the collaborative is currently leveraging for

youth services. Describe how the county/region will ensure that all existing fund sources for eligible youth are explored and accessed.

2. Applicant's Ability to Manage Project (maximum 1 page)

- a. Demonstrate the county/region's overall capability to deliver the proposed project. Include previous experience with similar projects and history of fiscal management.
- b. Describe factors that demonstrate the county/region's readiness for project evaluation.
- c. Describe how the county/region will ensure that the funds awarded are used to coordinate and integrate services for youth.
- d. Describe how the county/region will ensure compliance with data collection and reporting requirements.
- e. Describe the county/region's strategies to obtain long-term, committed funding to minimize dependence on one funder and sustain the project over time.

3. Project Workplan (maximum 2 pages, no less than 10 font)

Provide a workplan for all three years that includes goals, expected outcomes, specific activities and major milestones, and estimated completion dates, using the form included as Appendix A.

4. Project Budget (maximum 4 pages)

a. Line Item Budget

A detailed line item budget for each year (three total) must be completed showing individual line items under budget categories for each of the three fund sources, using the sample budget format included as Appendix B.

b. Budget Narrative

All budget line items must be explained and justified in a narrative. The justification should include:

1. Why each individual line item is being charged to the project.
2. Why the quantity/amount and the cost/price of each line is reasonable.
3. The formula used to determine the cost of each line item.

D. Scoring

The maximum points possible for the proposal is 100 points, and scores will be determined by the selection review committee. The four sections that will be evaluated and their respective possible points are as follows:

<u>Category</u>	<u>Maximum Possible Score</u>
Project Narrative	25 points
Ability to Manage Project	35 points
Project Workplan	20 points
Project Budget	20 points

IV. ESTIMATED TIME SCHEDULE

	<u>SFP Item</u>	<u>Date</u>
1.	Notification letter sent, with Letter of Intent form attached.	Sep. 26, 2000
2.	SFP released.	Oct. 2, 2000
3.	Letters of Intent due.	Oct. 16, 2000
4.	SFPs due by 4:00 p.m.	Dec. 1, 2000
5.	Interviews conducted.	Mid-Dec., 2000
6.	Award posted and Intent to Award letters sent.	Early Jan., 2001
7.	Project implementation.	March 2001

V. SUBMISSION OF PROPOSALS

All proposals must be delivered to the address shown below and received and time stamped by an ADP employee by 4:00 p.m., December 1, 2000. Proposals received after this time will be disqualified. Postmarks will not be acceptable in meeting this deadline. **FAXED PROPOSALS WILL NOT BE ACCEPTED.** If you plan to deliver your proposal in person, please allow at least fifteen minutes to go through ADP's security procedures. Security guards are not ADP employees and will not time-stamp proposals.

An unbound original and 6 bound copies of the proposal with all attachments must be submitted to:

Department of Alcohol and Drug Programs
Perinatal Substance Abuse and Special Projects Branch
Youth Development and Crime Prevention SFP
1700 K Street, Cubicle 435
Sacramento, CA 95814-4037

VI. REVIEW AND SELECTION OF PROPOSALS

The selection process will consist of a format review, committee review, and a formal interview.

A. Format Review

The proposal will be reviewed to determine if it meets the format requirements specified in Section III (B).

B. Committee Review

Proposals that meet the format review will be evaluated by a multi-disciplinary committee. The committee will evaluate each proposal for the qualities of completeness and comprehensiveness, creativity and innovativeness, and the conceptual viability of the project. Points will be assigned to the proposal sections as shown in Section III of the SFP. Applicants receiving the highest scores on their proposal will be scheduled for an interview.

C. Formal Interview

Applicants receiving the highest scores on their proposal will be interviewed by a panel to be established by the California Health and Human Services Agency (CHHS). The panel will score the interview based on standardized questions related to the SFP and make the final selection of funding. The applicants with the highest scores will be funded. The decision of the CHSS panel will be final.

D. Notice of Award

At the end of the SFP review process, ADP will notify all applicants of their score, rank, and funding status.

VII. CONTACT FOR INFORMATION

Any questions concerning the SFP should be directed to:

Department of Alcohol and Drug Programs
Perinatal Substance Abuse and Special Projects Branch.
Contact: Sue Heavens
Telephone: (916) 445-0323
FAX: (916) 445-0846

VIII. LETTER OF INTENT

Prior to the release of this SFP, a notification letter with a sample letter of intent attached was mailed to all county agencies responsible for AOD and mental health and all workforce investment boards. This sample form is also attached to the SFP as Appendix C. If your county/region intends to submit a proposal in response to this SFP, please submit a Letter of Intent to apply by October 16, 2000. The letter should be signed by the director (or his/her designee) of each agency required to be part of the collaborative. Letters of Intent do not constitute a commitment to apply. Send or FAX the letter to:

Perinatal Substance Abuse and Special Projects Branch
Department of Alcohol and Drug Programs
1700 K Street
Sacramento, CA 95814-4037
FAX: (916) 445-0846

Sample Project Budget Format

Describe your proposed budget for each project year for three years (each year should be no more than one page).

BUDGET CATEGORIES	WIA Funds	Mental Health Funds	SAPT Funds
PERSONNEL			
Positions (position, FTE, and salary)			
Benefits			
CONTRACTUAL SERVICES			
OPERATING EXPENSES			
Travel			
Training and consultation			
Equipment			
Supplies			
Rent/lease			
INDIRECT COSTS			
TOTAL PROJECT COSTS			
IN-KIND COSTS			
(List agencies and dedicated resources)			